

Hub magazine

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THE GATEWAY
A special pullout section of the Hub



Soldiers and families
on the move

Hub

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COMMANDER

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COMMANDER'S CALL

COL. W. BRUCE PITTMAN



Make PCS moves easier for your soldiers: Provide a sponsor who can get the job done

*The faster they become part of the unit,
the faster new soldiers will contribute to mission accomplishment*

Whether it is your first permanent change of station or your 10th, moving is stressful. Household goods to pack, cars to service for the trip, pets to get ready, and goodbyes to say to friends and perhaps family. All these contribute to the anxiety of moving.

It does not matter if you're moving across town, across the state, across the country or even across the world: The better informed you are about what to expect at your new duty station, the better you will feel about the move. A good sponsorship program will relieve much of the stress of moving. The best sponsors anticipate questions and answer them before they've been asked.

Over 2,000 AGR soldier and military technicians are moving to new units and command this summer. The better they are welcomed and integrated into the unit and community, the faster they will contribute to mission accomplishment.

At AR-PERSCOM, the Headquarters and Headquarters Company commander has established his own web page for incoming personnel. Visit it at www.2xcitizen.army.mil to get some good ideas about the kind of information newly assigned soldiers and military technicians may need before reporting to their new duty stations. This information includes leader biographies, company policies, in-processing information, maps showing where soldiers live, family support group newsletters and numerous links to in-

Tips for a successful sponsorship program

- Automate welcome letters and other standard information.
- Set up a web site with local links for apartments, real estate, schools, etc.
- Give sponsors time to perform their duties.
- Ensure that good sponsors receive appropriate recognition.

formation about the local community.

Most troop program units throughout the USAR have developed effective sponsorship programs for incoming soldiers for their first drill weekend. But those same units may leave AGR soldiers and newly assigned military technicians to fend for themselves.

Gen. Dennis J. Reimer, former chief of staff of the Army, challenged leaders to "create an environment in which people can be all they can be." That environment starts the moment a soldier is notified of a new duty assignment or a military technician accepts a position in your unit.

Sponsorship programs should reflect enthusiasm for the unit and a caring attitude for new soldiers, military technician and their families. A comprehensive sponsorship program executed by an appropriate and considerate sponsor will pay huge dividends in how newly assigned personnel and their families feel about their new unit and the Army Reserve.

Knowing that first impressions are lasting ones, you can see that developing and implementing an effective sponsorship program is the right thing to do for new soldiers, military technicians, their families, the unit and for the Army.

Choosing a sponsor

Select sponsors who are

- in a grade equal to or higher than the incoming soldier or military technician;
- of similar military background (consideration of family composition should be included); and
- is familiar with the unit and community.

FROM THE COMMAND SERGEANT MAJOR



Command Sgt. Maj. Ray Hemingway

CSM shares strategies that work when 'Taking e-Care of Soldiers': Teamwork goes without saying, Army values make it all easier

First and foremost let me say that it is an honor to have been selected as the command sergeant major of the U.S. Army Reserve Personnel Command. I consider this to be a great opportunity for me to be here to serve the men and women of AR-PERSCOM and the Army.

There are some things that I believe in as I go about the business of “**Taking e-Care of Soldiers.**” The AR-PERSCOM work force is our most important asset. We are charged with leading them, caring for them, counseling them, recognizing their accomplishments, rewarding their achievements, and when necessary having the not-so-pleasant task of punishing them.

Through it all, there are a few basic principles I believe:

- ◆ I believe you must enjoy life as a family. Think of our work force as family personally and professionally.
- ◆ I believe Army values are values for life: loyalty, duty, respect, selfless service, honor, integrity and personal courage.
- ◆ I believe in human decency.
- ◆ I believe in commitment to excellence: Desire is simply not enough.
- ◆ I believe in solving the problem: Concentrate on the solution; do not dwell on the problem.
- ◆ I believe in persistence: Don't quit when you are right: Disagreement is not disrespect. Express your opinions.
- ◆ I believe in teamwork. This is absolutely essential. I did not come to AR-PERSCOM

**Don't quit
when you are right:
Disagreement is
not disrespect.
Express your
opinions.**

to do this alone. Together we will get the job done. My commitment to you is that I will always be out front, visibly leading the way.

◆ I believe all employees deserve the very best mentoring and counseling. Performance counseling is a prelude to performance evaluations. Timely and quality counseling is an absolute must. It eliminates surprises when it's time to do the actual evaluation. Take care of your subordinates; help them to succeed.

◆ I believe in doing the right thing (as opposed to just doing things right). I believe in “Being All You Can Be” in everything that is undertaken. No one can ask any more than that.

◆ I believe in having a sense of urgency, being proactive: Offense is proactive; defense is reactive. “Seize the initiative.”

◆ I believe in allowing mistakes. Admit mis-

takes: Be true to yourself. Learn from mistakes, and, when you do make mistakes, make errors of commission, not omission.

◆ I believe in motivating by desire not by fear.

◆ Finally, I believe in having a sense of humor. Enjoy what you do. Have fun; I certainly do. I enjoy coming to work every day, serving our soldiers (former and present).

As we move forward in transforming our Army (See story page 9), it is important that we at AR-PERSCOM do not look at this with a dim view. We must keenly see our role in Army Transformation as one of crucial importance. We are an integral part of the Army and, therefore, what we do will have an impact those on those we serve. I urge all of you to get involved with transforming our Army, and always remember that AR-PERSCOM is a vital link in transforming our Army. In the near future, the AR-PERSCOM team will join teams across the Army to work toward our transformation.

Each of you colonels, lieutenants, sergeants major, sergeants and civilians must double time so as to be ready for the dash of tomorrow in achieving the end-state. You have my commitment as we work to achieve our goal — to move together along the continuum of improvement. Each of us should strive for improvement as a way of life for all of us to succeed in the future. Hooah!

SERGEANTS BUSINESS

USAR's top enlisted man opens up first sergeant jobs

*Interested in being called 'top'?
Here's your chance, AGR soldiers*



Command Sgt. Maj. Alex Ray Lackey

A big change to the existing AGR First Sergeant Readiness Program gives all interested soldiers the chance to compete for the job. A panel will now do the selecting: No more by-name requests or judgment calls by AR-PERSCOM.

I wanted to take a moment to tell you what I am doing to make sure that every Active Guard Reserve soldier who wants to be a first sergeant has the opportunity to be considered for the job.

Since nothing improves readiness like full-time support, the chief of the Army Reserve, Lt. Gen. Thomas J. Plewes, approved the AGR First Sergeant Readiness Program Dec. 29, 1999. This highly successful program provides day-to-day leadership in units that need help with readiness and soldier and family support issues. The positions created by this program are valid for three years and then revert to troop program unit, or TPU, positions.

In the past, these positions as well as the "permanent" AGR first sergeant positions have either been filled as a result of a management call by the U.S. Army Reserve Personnel Command, or AR-PERSCOM, or through a by-name nomination from the command involved.

I am changing this process to enable every soldier who is interested and supported by his command sergeant major chain of concern, to have the opportunity to be considered by a selection panel. Command Sgt. Maj. Frank Spangler, Command Sgt. Maj. John George or I will be the panel president, and other command sergeants major and sergeants major with first sergeant experience — AGR and TPU — will also be on the panel.

How will it work? Once the new units to receive AGR first sergeants are determined in September, a message will be released announcing those vacancies along with any of the permanent positions that will be paneled. The message will give unit name,

location, duty military occupational specialty, or DMOS, and all suspenses for application. Applicants must

- Be master sergeants or sergeants first class (promotable) currently in the AGR program working the advertised DMOS as their primary military occupational specialty, or PMOS.

- Meet the body composition standards of Army Regulation 600-9 and the medical standards of AR 40-501.

- Have 36 months remaining to master sergeant retention control point, or RCP, or age 60 from the projected date of assignment.

- Must agree not to apply for voluntary retirement during the two- to three-year tenure.

- Be able to obtain at least a Secret security clearance (unless the position calls for a higher clearance).

- Be a graduate of the Advanced Non-commissioned Officer Course, commonly called ANCOC (pronounced "AY nahk"), or the Sergeant Major Course and meet the prerequisites for the First Sergeant Course.

- Have a current physical.

- Not barred from re-enlistment or pending separation action.

Submit a DA Form 4187, Personnel Action, requesting consideration to apply. Your command sergeant major will have to recommend you forward to your regional support command/direct reporting command, or RSC/DRC, command sergeant major for approval. You must provide your last three non-commissioned officer evaluation reports, or NCOERs, DA Form 705 (Army Physical Fitness Scorecard), and a current DA photo. Any other requirements and the address for submission will be outlined in the announcement message.

AR-PERSCOM's Full Time Support Management Directorate, or FTSMD, will screen the packets for eligibility and present them to the panel. If you are selected, you will have to successfully complete the First Sergeant Course at Fort McCoy, Wis., and any other follow-on training prior to permanent change of station. Then you will head for one of the most challenging and satisfying jobs of your career.

FROM THE HHC COMMANDER



Maj. Hal Abbenhaus

Understand the prohibitions against relationships between soldiers of different rank

“Discipline is the soul of the Army. It makes small numbers formidable, procures success to the weak, and esteem to all.”
— George Washington

A male captain in the Active Guard and Reserve, or AGR, program initiates a personal dating relationship with a Reserve Component troop program unit private first class who works with him at the same Reserve Center. He does not supervise her. Does he have an improper relationship? Yes, the relationship is a violation of the Army fraternization policy. The Army Reserve exception to the prohibition on relationships between officer and enlisted personnel does not apply to Reserve Component members on active duty (other than annual training).

This vignette was obtained from Department of the Army Pamphlet 600-35. It is one of many examples that provide guidance on relationships between military members of different rank. So you are probably asking, “What happened to the captain and private first class?”

Fraternization is punishable under the Uniformed Code of Military Justice, Article 92, failure to obey an order or regulation. Maximum punishment is a dishonorable discharge, forfeiture of all pay and allowances, and confinement for two years. In this case, what happens to the captain depends on his past military record, his cooperation during the investigation, and the impact of his actions on the “good order and discipline” of the unit. The PFC has a little less to lose but still can face some form of counseling and disciplinary action.

In any relationship, the senior person (by rank) is generally in the best position to terminate or limit the relationship. All servicemembers, however, may be held accountable for relationships that violate policy. Commanders have a wide range of responses to include:

- counseling/education;
- administrative, non-judicial punishment; or
- court-martial.

The goal is to use the response that is warranted, appropriate and fair.

We at the U.S. Army Reserve Personnel Command are particularly vulnerable to the rules governing fraternization and improper relationships among ranks. We have a large number of senior NCOs and field-grade officers who are relatively the same age. We work in close proximity with each other. We are not always sure who is in what type of reserve status (AGR, ADSW, IMA). We are often involved in the same command-sponsored activities.

The Army prohibits all unprofessional relationships that:

- ◆ compromise the chain of command;
- ◆ cause partiality or unfairness;
- ◆ involve the improper use of rank for personal gain; or
- ◆ create an adverse impact on discipline, authority, morale or mission accomplishment.

In other words, if an officer pals around with an enlisted soldier, his buddy might be given preferential treatment, such as unmerited consideration for promotions or assignments. To prevent his friend’s name from coming up on the duty roster, the officer might make his buddy the company clerk so he won’t have to go up on the line or do patrol. If the other soldiers don’t feel they are getting a fair shake, they are going to think, “Why should I knock myself out to do my duty? Why should I stick my neck out if the captain’s buddy is getting the promotion that I deserved?”

Perception also plays a big role in the process. Any perception that relationships present the appearance of violating the standards outlined previously may be prohibited.

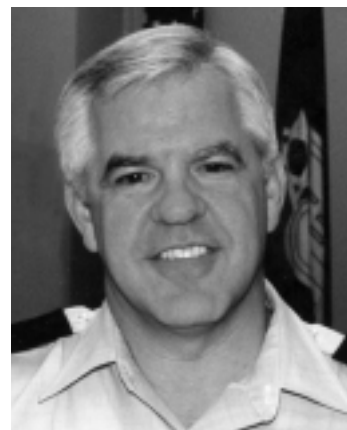
So even if the officer’s friend is more deserving of a promotion than the other soldiers — even if it’s just coincidence that another soldier is given the more hazardous duty, the perception of favoritism is there and it wreaks havoc with “good order and discipline.”

There are some distinct relationships that are taboo. Business relationships between officers and enlisted soldiers are prohib-

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KEEPING THE FAITH

*If you can't 'forgive and forget,'
just forgive – or seek forgiveness*



Chaplain (Col.) Stephen Leonard

**It can take time
for us to come to
the realization that
we need to
work things out.
It might mean
swallowing
our pride,
admitting our
mistake and
trying to do better.
It might mean
suggesting
a compromise
of some sort –
each person giving
a little bit and
meeting in the
middle.**

It's safe to say that all of us have done things weren't not proud of – soldiers, civilians and family members alike. Things have gone wrong, and we've handled them badly. We've even been too proud to apologize or, if both people involved have been wrong, we've stubbornly waited for the other person to apologize first.

What does it take to forgive and be forgiven? No matter what your opinion, a place to start is to have an open heart. Although it is easier to forgive if the person in need of forgiving is sincerely sorry, it probably isn't a prerequisite. If you have an open heart, you can try to see from the other person's point of view and perhaps understand why that person hurt you. Conversely, if you have hurt someone, having an open heart can help you see it from the perspective of the person you hurt. In both cases, an open heart will allow you to make amends.

Consider the life of the Old Testament character Jacob, Abraham's grandson. Jacob's story starts in Genesis Chapter 27.

Jacob wasn't always such an upstanding citizen. After all, he traded his twin brother's birthright for some thick soup. His brother, Esau, had just come in from the field and was famished. I wonder if he took Jacob's bargain seriously.

Then he tricked his blind father – on what they thought was his deathbed – into giving Jacob his blessing, the blessing that rightfully belonged in Jewish tra-

dition to elder son. His mother, Rebekah, was complicitous in the crime, actually making father Isaac's favorite dish, ostensibly made with Esau's game when it was actually a couple of goats from the herd. Esau was a great hunter. Jacob was a quiet man, but his mother loved him best. Rebekah even covered Jacob's smooth hands and neck with animal skins so they would feel like Esau's.

Of course, after a deception like that, you'd have to leave town in a hurry, and that's exactly what Jacob did. Fearing Esau's wrath, Jacob traveled far to his uncle Laban to choose a wife. On his journey, something happened to make him want to change his ways. Jacob had his famous dream – "Jacob's Ladder." He dreamt that angels were ascending and descending a ladder. He dreamt that God told Jacob that he would give him the land upon which he slept and his descendants would populate it. I guess if I had a dream like that, I'd turn over a new leaf, too.

But it isn't usually something as dramatic as a dream that changes us – even a little bit of us. Maybe it's watching your wife stroke your child's hair or watching your husband fix you a soft drink. It doesn't have to be a big thing, but we do have to absorb these little things and allow them to soften our hard hearts.

Well, what goes around, comes around, and Jacob got his comeuppance. He fell in love with Laban's younger daughter,

VIEWPOINT

Let's face it: We are not always going to see eye to eye with others.

Rachel, and asked for her hand in marriage. The bride was clothed in heavy veils as she approached her bridegroom. The next morning, he found out that his uncle had tricked him: He'd married the older sister, Leah, by mistake! (Small wonder that the veil is lifted in many modern wedding ceremonies.) He'd agreed to work for Laban for seven years to wed Rachel, now he'd have to work another seven!

Still it wasn't until years later, when God appeared to Jacob in another dream and told him to return home, that Jacob decided to patch things up with Esau. When he heard that Esau was coming out to meet him with 400 men, Jacob thought he'd had it. He remembered, though, that in Jacob's ladder God had said he'd make Jacob's descendants a multitude. Just to be on the safe side, though, Jacob split up his group into two companies so if Esau came across one company and slew them, another company would be left.

He also sent a peace offering ahead — hundreds of animals to salve Esau's anger.

Chapter 33 tells us that, that night, Jacob wrestled with someone until daybreak, but it wasn't Esau. He hadn't made it to the camp yet. That someone told Jacob to let him go, but Jacob refused unless he got a blessing out of it. The blessing was in the form of a name change. He was to be called Israel because it means "he who strives with God," and Jacob had certainly done that. Jacob was so excited about it that he named the place where they wrestled Peniel, saying, "For I have seen God face to face, and yet my life is preserved."

Truly, maybe not that night, but for years Jacob must have been wrestling with his conscience after wronging his brother so blatantly. Fortunately, Esau's thirst for Jacob's blood had dissipated over the years, and it had been replaced with a longing for his brother's company. The two embraced; all was forgiven.

Sometimes it takes time for us to come to the realization that we need to work things out. It might mean swallowing our pride, admitting our mistake and trying to do better in the future. Maybe it's a situation where both people are wrong or, more likely, both people have points. Then it might mean suggesting a compromise of some sort — each of you giving a little bit and meeting in the middle.

Let's face it: We are not always going to see eye to eye with our mate, our family members or our friends. We have to all work together to make a good life for ourselves. It reminds me of a saying that goes something like this, "Love is not gazing deeply into each other's eyes; it's two people looking in the same direction."

FROM THE HHC COMMANDER FRATERNIZATION

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ited. Exceptions are landlord-tenant relationships and one-time transactions, such as selling a house or a car. Dating, shared living accommodations, and intimate or sexual relationships between officer and enlisted are prohibited. Exceptions include marriages that existed prior to March 1, 2000, and relationships that violate policy because of the change of status of one military member.

An example would be two enlisted soldiers who are married and one is commissioned through OCS. Gambling between officers and enlisted is prohibited without exception. Associations between officer and enlisted that occur in the context of community organizations, religious activities, athletic teams and events, unit-based social functions or family gatherings are not prohibited.

Ready for another vignette?

Maj. Peter Robinson, a battalion executive officer, organized a brigade softball team to play in a local league. He obtained the brigade commander's approval to form the team. He asked Pvt. 1st Class Paul Miller from one of the brigade's battalions to be on the team since Miller was recognized as one of the best softball players on post.

When Miller's battalion was tasked to perform a training mission, Robinson contacted Miller's battalion XO and worked out an arrangement so that Miller would be assigned to the rear detachment and not have to miss any softball games. Joint participation by officer and enlisted personnel in a local softball league is authorized.

However, in this instance, Robinson exercised poor judgment by using his position and rank to influence personnel actions for a subordinate. While it was not a chain-of-command relationship, it clearly caused a perception of partiality adversely affecting morale. Robinson should be counseled, at least.

The Army's goal has never changed: Prepare a combat-ready force to win this nation's wars. Army policy in Army Regulation 600-20 is directed at all relationships between soldiers of different rank that might result in an impropriety and impede the Army's accomplishment of that goal.

A special confidence and trust is placed in our officers and non-commissioned officers that must be honored. Soldiers must remain aware that relationships between soldiers of different rank may lead to perceptions of favoritism or influence. The appearance of impropriety can be as damaging to morale and discipline as actual misconduct.

Familiarize yourself with AR 600-20 and DA PAM 600-35 and work to establish relationships that build loyalties and friendships that bind strong military communities.

Army Transformation:

New asymmetrical threats mean Army must change to meet them

by Jim Garamone

WASHINGTON, June 21, 2001 – Military officials have determined that the Armed Forces must transform to meet the threats of the 21st century.

The president and his advisers set the National Security Strategy. From this comes the National Military Strategy. These documents detail the threats facing the United States and what the military should do to combat them.

The last revision of these documents was in 1995. Now there are new threats. Defense Secretary Donald Rumsfeld has said the United States must be prepared to defend against asymmetric threats, such as terrorism, cyberattacks, rogue states firing missiles tipped with weapons of mass destruction, and so on.

These threats demand changes in the U.S. military.

The people at the U.S. Joint Forces Command in Norfolk, Va., are working these transformation issues.

Dave Ozolek is the deputy director of the Joint Futures Lab at the Joint Experimentation Directorate at the command. He said there are six elements the U.S. military must consider during the transformation process.

“In transformation, you have to have foresight,” Ozolek said. “You have to have the ability to look far enough into the future that you can imagine a brighter future.”

DOD must define the threats and detail the steps needed to combat them.

The second element needed is depth in the perception of the threat.

“You have to see the issues in sufficient detail that you understand the implications of the consequences of the change that you’re contemplating,” Ozolek said.

“In addition, you need a worldview,” he continued. “You have to imagine how things are changing around you in a greater sphere than just your local community.”

But even with a worldview, planners still must maintain contacts with those around them. Changes made in one area will affect others, and lines of communication must remain open.

While foresight is important, so is hindsight, Ozolek said.

“You have to be able to consider the cultural imperatives that got you where you are today, because you can’t really walk away from them,” he said.

Finally, transformation requires flexibility.

“The further out you look in the future, the less certain things are, so therefore perhaps the bolder or the greater are your assumptions,” he said. “And so you have to have the capability to confirm or deny your assumptions as you continue to move forth.”

But it takes objective testers to test these theories and prove these assumptions. Someone has to develop scenarios and put the ideas through their paces. Someone also has to take the transformation ideas the military services are generating and see how they fit together.

“This way, the department can make objective, informed decisions based on the outcome of evidence,” Ozolek said, “as opposed to a consensus-building approach, and a compromise approach that’s kind of characterized the Department of Defense for the last 54 years.”

Gaining this objective, substantiated data is the job of the experimentation directorate. Planners there use a combination of actual exercises and computer simulations to test various strategies and theories. The directorate also integrates all transformation work the services accomplish.

The main test bed is the Challenge series of experiments. The first, held last year and called Millennium Challenge, focused on how the U.S. military takes the current set up of the services — personnel, equipment, logistics, technology — and changes it for different missions. “We were not looking at future systems,” said Jack Klevecz, the chief of the Futures Alliance Department at the directorate. “We were looking at how to take the stuff we have today and use it more effectively. Our focus was primarily in the realms of doctrine and organization.”

All the services participated in Millennium Challenge, and it ran from boots on the ground to electrons on screens. Some exercises

Defense Secretary Donald Rumsfeld has said the United States must be prepared to defend against asymmetric threats, such as terrorism, cyberattacks, rogue states firing missiles tipped with weapons of mass destruction, and so on. These threats demand changes in the U.S. military.

were in North Carolina and others were only real on a computer screen. Another experiment will take place next year.

"We want to pull forward what we learned about doctrine and organization and then begin to look at the tough decisions we'll have to make in terms of equipment, facilities, bases and how we change our training and leadership development institutions," Klevecz said. "We will work with an eye on what we need to do in the second half of this decade to really develop the force that we need to conduct rapid decisive operations in the next decade."

Rapid decisive operations is the tactical representation of how the U.S. military wants to work in the years ahead. Essentially, it means get to a trouble spot with enough of the right capabilities, fast enough to make a difference. The mere appearance of such a force may be enough to stabilize a situation, DOD officials said. But if force is necessary, the joint task force would be able to deliver it.

Building this force and experimenting with the configuration of such a tactical concept is the main business of the Joint Experimentation Directorate today. Officials are working with the service battle labs to make the transformation. Klevecz coordinates the work of the 24 battle labs and two integration offices involved in the effort.

The labs are staffed with experts from across the service.

"In the Army you'll have a signal officer, and you'll have an infantry officer, and an armor officer working on a problem," Klevecz said. "And in the Air Force, you might have navigators and pilots, and the pilots are strike and lift. And you'll have a weather officer. So you'll have a variety of skills."

"The solutions they are after are not just materiel solutions," he continued, listing the questions they will solve: "What are the organizational changes that have to go in? What are the organizational impacts of fighting the way we want to fight or prosecuting the war in these effects-based operations? What new pieces of equipment? What manners of fighting? What are the doctrinal implications? What are the organizational implications? What are the training implications? What are the leadership implications?"



U.S. secretary of defense
Donald Rumsfeld

Service battle labs are small — about 25 people each — and work at the direction of their service chief.

"They generally are all designed as multifunctional organizations that are centered around an enduring warfighting principle," Klevecz said. For example, the Army battle lab at Fort Gordon, Ga., deals with the electronic systems. A lab at Fort Huachuca, Ariz., studies intelligence gathering. The Battle Command Battle Lab at Fort Leavenworth, Kan., takes their input and tests command and control of the operating systems.

The experts at Joint Forces Command would look at the results of this effort and see how they fit into the overall DOD transformation. JFCOM officials would see how various service systems work together and ensure they are interoperable. The Futures Alliance also serves as a clearinghouse for information. This alliance of all service battle labs volunteers to study a concept together.

"We'll gather them about every three or four months," Klevecz said. "We've created an open environment to debate the issues of the joint experimentation."

The Futures Alliance also creates opportunities for the various battle labs to identify problems and team up to solve them. "For example, there is currently an experiment that the Air Force's Force Protection Battle Lab is working with the Army's Maneuver Support Battle Lab," Klevecz said. "They're working an issue of protection of fixed-site facilities."

In another arrangement, the Air Force Space Battle Lab is working with the Army's Air Mobility Battle Lab, and the Army's Air and Missile Defense Battle Lab. "They're all working space issues: theatre ballistic missiles and missile defense issues," he said. "All these things, they have orchestrated themselves."

Right now, the Futures Alliance is principally devoted to information exchange. JFCOM officials are putting together an information-sharing network.

"(The battle labs) can post whatever they want ... and everybody would have open access to shared information," Klevecz said.

In addition to the service interaction at the lab level, Joint Forces Command has people working on science and technology solutions.

"We're working with research development engineering centers, working with commercial research and development and working with academic centers of excellence," Klevecz said. "I've got also our people working with all of the commanders in chief, both regional and functional, around the world, and our multinational partners."

Jim Garamone writes for the American Forces Press Service.



THE GATEWAY

Information for the USAR Full-Time Support Community

A special pullout section of the Hub



Have your say! Take AGR survey

The Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs, or ASA (M&RA), has recognized a need for a review of the Army AGR program.

The review has been ongoing, but an important part of the review is input from the AGR soldiers themselves. A survey is being conducted July 5 to Aug. 17 by Booz-Allen & Hamilton Inc. via the Internet at <http://www.boozallensurvey.com>, according to information from the management and technology consulting firm.

Results of the survey will be analyzed and compiled as part of the final report due to the Office of the Assistant Secretary of

the Army for Manpower and Reserve Affairs in October.

The survey stems from ASA (M&RA)'s desire to strengthen and optimize the effectiveness of AGR soldiers and provide the Army leadership with an unbiased evaluation that will help shape the future direction of this extremely important program.

This survey is part of the data collection that will be used to document AGR soldier perspectives on AGR program management practices. This anonymous assessment will supply one aspect of a thorough and unbiased review of the AGR program. The scope of this survey

is limited to Title 10 and Title 32 AGR soldiers.

Your input, as an AGR soldier, is extremely important. Your responses, in addition to personal interviews, will provide membership perspective on the effectiveness of current human resource processes and will assist in the evaluation of the life-cycle management of the AGR program.

The Army and Booz-Allen & Hamilton Inc. depend upon your frank and honest opinions to make this review as thorough, unbiased and accurate as possible.

Additional comments about the AGR program can be submitted via electronic mail at AGR_Study@bah.com

AGR officers won't be promoted 'below zone'

Reserve Component has another option

by Lt. Col. Caryl L. Buford,
FTSMD story coordinator

Although the active Army has officer promotions below zone, the Active Guard and Reserve, or AGR, does not, and officials have no plans to adopt that practice.

Officials from the Department of the Army Office of the Deputy Chief of Staff for Personnel, or ODCSPER (pronounced "O DESS PER"), and the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs are not in favor of using that promotion option.

The Reserve Components have the option of using position vacancy promotions, which are, in effect, below the zone promotions, and an option the active Army does not have, according to Robert Rogers of the OCAR Personnel Policy Branch.

Position vacancy promotions are used to fill vacant MTOE/TDA positions in the Reserve Components, he said. In order to be considered for a position vacancy promotion an officer has to:

- 1) meet the minimum time in grade requirements;
- 2) be educationally qualified for promotion to next higher grade;
- 3) meet all other requirements for promotion into the position; and

4) not have been considered for promotion by a mandatory promotion board.

A major difference between mandatory consideration and position vacancy consideration (other than the fact that one consideration is mandatory and the other is voluntary) is the time in grade requirement. For example, a captain under consideration by a mandatory board must be considered so that the officer, if selected, can be promoted no later than his maximum time in grade date of seven years. That means the officer is looked at for promotion during his sixth year. In the same case, a captain under consideration by a position vacancy board need have only four years time in grade for consideration. Therefore, a position vacancy promotion can occur up to two years before a mandatory promotion to the same grade. As a result, position vacancy promotions are, in effect, "below the zone" promotions.

Chiefs of both Army Reserve components have the authority to implement position vacancy promotions for AGR officers, as they already do for troop program unit, or TPU, officers, he said.

Although the U.S. Army Reserve has not exercised this option to date, the possibility of promoting AGR officers through the position vacancy process is currently under study.



Sgt. Maj. M. Knepper

From the sergeant major

Teamwork makes us strong

USAR needs your help to man force, to get you promoted

Being in the Army is a lot like a relay race. We are part of a team trying to move that baton around the track for the betterment of all.

In many ways, it is more of a marathon relay than a sprint relay. We all get many opportunities to carry the stick for the Army. As you read last month, Sgt. Maj. Terry Marmaduke is now retired, and I have been given the honor of carrying the FTSMD baton for a few more laps. So I want to introduce myself to those of you who do not know me, and tell you a little of where I think we all are and where we are going.

I got my start in the AGR program in 1982, learning personnel management from then Staff Sgt. Terry Marmaduke at the Personnel Service Support Team at Fort Devens, Mass. Strange how things go full circle. He was my mentor at Fort Devens at the start of our careers and also at the close of his. He is a fine soldier and will be sorely missed, and we wish him well in his retirement in Florida.

When I moved on from the PSST to what was to become the Full Time Support Management Center, or FTSMC, in St. Louis, Marmaduke, who was a master sergeant by then, joined me there, where we continued to work together. I left FTSMD to work at PERSCOM in Training Management, followed by a stint at OCAR, then service as an Inspector General NCO for the 99th RSC. I then was selected for the Sergeant Major Course and followed that up with duty as a Battle Staff NCO Course and First Sergeant Course instructor at the NCO Academy at Fort McCoy.

When I was promoted to sergeant major, I was picked to be the sergeant major of FTSMD's Enlisted Management Branch. I was then moved to the directorate sergeant major position when Marmaduke retired.

When I started my career, I never dreamed that it would someday be possible to have

**Make every effort to
ensure your record
is correct
for promotion.
If you don't look
good in that
official photo,
take time to
get that way.**

the job I have. Realistically it took good fortune as well as hard work, not just by me, but by subordinates and superiors alike to end up in the directorate sergeant major's job. I feel I have been blessed by my assignments and know that there are many soldiers out there whose accomplishments and qualifications equal or surpass mine who may not get the chance that I have to affect the AGR program and soldiers' lives for the better. I am grateful for this opportunity and humbled by it.

So what do I see as our immediate challenges? Our most pressing challenge — and the challenge at the top of the CAR's list as well — is manning the full-time support force. Studies have shown that nothing improves readiness more than full-time support. So why do we face a challenge now that may be greater than in previous years? First of all we have a large portion of the full-time force that is at retirement eligibility right now. Remember I started in 1982 and the first big AGR plus up followed immediately that next year. That bulge of soldiers is now starting to leave for retirement in greater numbers than ever. Additionally, the economy is still pretty good.

That encourages those who are still fairly young to seek another career in the civilian economy, before reaching retention control points, by and large. And the AGR force is being plussed up approximately 300 soldiers again this year, and likely for the next three years as well.

So between the soldiers exiting with our gratitude for a job well done and the additional authorizations, we face an accessioning mission that is probably the equal of the accessioning mission of two years ago when we had the 1,000 soldier plus up. We have been aware that this was going on this year and have been giving the accessioning mission extra attention. Currently some PMNCOs are devoting all their efforts to hiring new AGRs. Between extra efforts in-house, hiring fairs and the local hiring initiative, we hope to avoid the situation of two summers ago where all management efforts ceased as all hands turned to hiring.

We still need your assistance to man the force. If you have local vacancies at the sergeant level and have soldiers who want to come on active duty locally (or anywhere else) for that matter, we encourage you to encourage them to submit a packet (available on our web site).

Promotion boards also present a unique challenge to us and to the force. In the year that I have been here and worked with promotion boards, one theme is always brought up when the boards exit. Incomplete data, no photos and evaluations that don't always tell the whole story frustrate them. Since there are always Active Army soldiers on the board, we have to explain to them that there are a lot of reasons AGR soldiers don't submit packets or photos. Some are under the impression that if they are selected for promotion, they will have to leave their current assignment (which is possibly true). The thinking is that if I don't

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From the eagle's nest

FTSMD director gives PM update



Col. Barry Gallagher

I would like to update AGR soldiers on some of the major personnel management issues and initiatives that we are working on in the Full Time Support Management Directorate at AR-PERSCOM. The following topics are some of the most visible actions we face every day in our challenge to find the right soldier, for the right place, at the right time.

Career Status Bonus, or CSB/REDUX. This is a new retirement option open to AGR soldiers who are eligible to serve 20 years on active duty with a date of initial entry to the military/uniform services, or DIEMS, after July 31, 1986. All eligible soldiers must make an election between 14.5 and 15 years of active federal service, whether they wish to remain under the "high three" or take the option. Assuming a 20-year active-duty retirement, the CSB/REDUX consists of a \$30,000 bonus in the 15th year, and 40 percent of the average of the highest 36 months of basic pay, plus a one-time cost of living adjustment at age 62. Regular retirement is 50 percent of the "high three" and annual cost of living adjustments. The Full Time Support Management Directorate, or FTSMD, will provide a monthly roster of eligible soldiers to regional support commands, major army commands, and the commander in chief headquarters. The commands will ensure completion of the election form and forward copies to FTSMD and the servicing pay office. A complete explanation of this program is on the website at <http://pay2000.dtic.mil/>

The first AGR soldiers will become eligible next month. Those that select the bonus may invest it in the new Thrift Savings Plan. See the related article in this issue of the HUB, and the website at <http://www.tsp.gov>

Direct commissions for AGR enlisted soldiers. This command is receiving an unprecedented number of requests from outstanding AGR NCOs who want to remain in the AGR program after receiving a commission as a second lieutenant. Currently, there are no second lieutenant positions in the AGR force structure, and only a very few first lieutenant positions. The greatest opportunities for service as a USAR lieutenant remain in a troop program unit, or TPU, possibly in a dual status as a drilling officer and a military technician. There are shortages for TPU company-grade officers while the AGR program is staffed at nearly 100 percent strength in all basic branches at the company-grade level with hundreds of branch-qualified captains on the AGR officer Order of Merit List, or OML. Unless the AGR structure changes dramatically, we will be unable to support NCOs who want to be commissioned officers and remain in the AGR program.

Permanent change of station, or PCS, guidance. Personnel Managers at FTSMD are following the guidance established by the Chief, Army Reserve, in January on filling vacant

positions and managing the careers of AGR soldiers. His guidance was designed to help stabilize the AGR force and save PCS dollars. Automated systems and measurement processes are being used to track our effectiveness in implementing this policy. Officers who PCS sooner than four years and warrant officers and enlisted soldiers who move before five years will only move for the greater needs of the Army Reserve and very specific personal circumstances (compassionates, exceptional family members, married Army couples, medical reclassifications).

Shortage branches/military occupational specialties. The AGR program is doing well in filling most officer and enlisted vacancies, but there are some key areas where we need to improve our numbers. Listed below are the top commissioned-officer, warrant-officer and enlisted shortage areas:

**My advice to those soldiers
who are fortunate enough to get
a school quota for PDE
this year is simple:
"Be ready, and
complete your training."**

- Commissioned officer shortages: nurse (66), medical services (70), judge advocate general (55), public affairs officer (46), and aviator (15).
- Warrant-officer shortages: adjutant general, aviation, military intelligence, quartermaster and signal.
- Enlisted shortages: light wheeled vehicle mechanic (63B), information systems operator/analyst (74B), engineer series (51H and M), unit supply specialist (92Y), recruiting and retention series (79), personnel management specialist (75H) and administrative specialist (71L).

Training quotas and school seats. The training of AGR soldiers is vital to improving the readiness of our units and the professionalism of our full-time soldiers. This year, the demand for training is up, while budgeted dollars are down. We have identified shortfalls in our funding and have also experienced some difficulty in obtaining all of the school quotas we need for our soldiers. Under previous policy, AGRs automatically received

Active Component school training. The Chief, Army Reserve, directed that AGR soldiers could attend Reserve Component, or RC, training, but we could not obtain more than 20 percent of the required seats in RC schools this year.

We are working with OCAR and USARC to increase the number of RC school seats that we can use for AGR soldiers. This will allow us to make more effective use of our limited resources and stretch our training dollars a little farther.

Training priorities. We have been forced to identify all training requirements and prioritize the needs that exist. Right now the largest amount of our funding is for professional development courses (NCOES for enlisted as well as advanced

courses; Combined Arms and Services Staff School, or CAS3; and Command and General Staff College, or CGSC). Other types of training have been funded at the lowest minimum level or not at all. Personnel managers are using date of rank for officers to determine who needs to go to training and promotion sequence numbers to determine NCOES priorities.

We are working hard to react to the changes in The Army School System, the shortage of school seats and the limited budget that we have.

My advice to those soldiers who are fortunate to get a school quota for professional development education, or PDE, this year is simple: "Be ready, and complete your training."

FROM THE SERGEANT MAJOR

TEAMWORK

continued from page 12

send in my school certificate, or a current photo, or update my DA Form 2 and 2-1, I'll be overlooked for another year. It's also difficult to get an official photo is many areas. I've asked boards and they perceive even an unofficial photo with an explanation as being better than no photo. No photo looks like something to hide.

The worst aspect of not submitting a packet concerns the latest change to Army Regulation 635-200. Soldiers selected for the Qualitative Management Program are no longer merely barred from re-enlistment, they are now discharged within 90 days. Boards have now started selecting soldiers for QMP who do not have the appropriate level of NCOES (over 140 on the Staff Sergeant Board).

I do not like soldiers to be separated for lack of a certificate or to go through the stress of QMP for no good reason. For your own good, I recommend that you make every effort to ensure your record is correct for promotion. If you don't look good in that official photo, take time to get that way.

Most of all, I recommend you come to St. Louis to review your personnel records and your promotion consideration file. Your unit is authorized to grant permissive TDY for that purpose. No appointment is

necessary (though it doesn't hurt to ask if there might be a conflict). You need to see where all this is. And you need to protect yourself by keeping good records of what you have done. Yes, it is somebody's job to take care of your record, but who has a bigger stake in a back up to the official record than you do?

What is new on the horizon? As the Army transforms, AGR management is going to transform as well. I have the ability to view any document in an OMPF on my desk top. With the development of an electronic records brief to replace the DA Form 2 and 2-1, it is a short step to an all electronic boards where no paper will be needed.

Once records are digitized, the intention is to allow you to see your records online. Do you know you can now pull up your leave-and-earnings statement online? That is an easier task in some ways than an electronic personnel record, but the personnel record will happen. Think back to 1991. How many of us had e-mail at that time? Now it is all but universal. Expect change.

Once again it is an honor to be selected to serve you all. I'll be passing on more specific information in future columns. Hope to see you all when you come to review your records.



The Gateway

**A special pullout section
of the Hub**

Summer 2001

Story coordinator

Lt. Col. Caryl Buford

Full Time Support

Management Directorate

AR-PERSCOM

This insert provides information of an advisory and informative nature concerning USAR full-time support and is distributed to all AGR and military technician personnel as well as to the employees of the U.S. Army Reserve Personnel Command, or AR-PERSCOM. This insert is governed by Army Regulation 25-30.

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AR-PERSCOM Public Affairs telephone numbers are:

(314) 592-0726, DSN 892-0726.

To change your address, contact your personnel manager.

Tricare Prime Remote needs preauthorization for many ‘routine’ procedures, M.D. referrals

by Master Sgt. Denise Bein
Patient administration NCO
Military Medical Support Office

The Military Medical Support Office, or MMSO, administers the Tricare Prime Remote and Supplemental Health Care Programs (non-MTF referred care only) for Active and Reserve Component servicemembers from civilian or Department of Veterans Affairs, or VA, sources.

Additionally, these programs accommodate the provision of routine, urgent and specialty health care for Active Component and Reserve Component servicemembers who work and live more than 50 miles or an hour’s drive from a military treatment facility, or MTF.

The MMSO sees many claims that must be denied on both AC and RC members. The bottom line is to know the rules and follow the proper preauthorization procedures when applicable.

TPR problems active-duty servicemembers face

Feeling like you need physical therapy for that bad back? Need to talk to a counselor because your marriage is on the rocks? Need to have a mole removed? These and other “routine” treatments are some of the medical claims that MMSO routinely denies when Tricare refers claims for review. These claims are denied when there is no preauthorization number on file.

Soldiers on Tricare Prime Remote, or TPR, can obtain most medical care without preauthorization. However, preauthorization from a health care finder, or HCF, is required for

- ◆ all specialty care, including
 - pregnancy care,
 - physical therapy,
 - mental health/psychiatric services and
 - family counseling programs;
- ◆ non-emergency hospital admissions; and
- ◆ medical/surgical procedures in a doctor’s office.

An HCF is a nurse who works for a managed care support contractor, which is one of the insurance companies that have contracted with the government to do clinical review and preauthorization, according to Pat Maravola, a supervisory nurse consultant at MMSO. The types of care above require preauthorization because there might be fitness-for-duty issues involved.

When you think you might need one of the types of care that need preauthorization, your first step is to visit your primary-care

physician, she said. Your doctor will write a consult — a request for the patient to be seen by a specialty-care physician. It includes the history of the condition and why treatment by a specialty-care physician is necessary. A health care finder then evaluates the consult according to specific criteria for specialty consults.

Although a health care finder doesn’t determine if there’s a fitness-for-duty issue, an HCF refers specialty consults to a nurse consultant who makes that determination. If none is involved, the nurse consultant informs the HCF to authorize care, Maravola said.

If it’s a fitness-for-duty issue, the nurse consultant will inform the HCF to make an appointment for the soldier at a military treatment facility, she said.

Active Component and AGR soldiers who are enrolled in TPR should be familiar with preauthorization procedures. To find out more about them, open up the “Remote Controller,” a handbook distributed to all TPR enrollees, to page 7.

Claims are often denied for reasons such as

- ◆ Defense Enrollment Eligibility Reporting System, or DEERS, information is incorrect;
- ◆ the provider is not an approved provider;
- ◆ the treatment is unauthorized care; or
- ◆ there are discrepancies between the preauthorization and claim information.

For more information, visit the following web sites:

<http://www.Tricare.osd.mil/remote> and

<http://navymedicine.med.navy.mil/mmso>

Drilling Reservists

Preauthorization is required for any care beyond the initial/emergency episode for drilling reservists injured while in a duty status. Individual soldiers must be advised that they may be liable for any care received beyond the initial episode if care is obtained without a preauthorization. Preauthorization procedures can be found at <http://navymedicine.med.navy.mil/mmso>

It is up to every full-time member — military and civilian — to become familiar with the preauthorization process to better assist the soldiers you support. There are four assigned Army liaisons on staff at MMSO. If you have any questions that can’t be answered by viewing the web sites above, call 1 (888) MHS-MMSO [1 (888) 647-6676].

Andrea Wales contributed to this report.

Soldiers can grow retirement 'nest egg'

Thrift Savings Plan opens to military Oct. 9

by Maj. Deborah Richardson

Beginning in January 2002, active-duty and Ready Reserve soldiers can invest up to 7 percent of their basic pay in the Thrift Savings Program, plus all special, incentive or bonus payments, up to the IRS 402(g) limitation of \$10,500.

Congress provided uniformed services the opportunity to join the Federal Employees Thrift Savings Plan in the *Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001*.

The Ready Reserve consists of:

- Active Guard Reserve, or AGR, soldiers;
- troop program unit, or TPU, soldiers;
- individual mobilization augmentee, or IMA, soldiers; and
- Individual Ready Reserve, or IRR, soldiers.

The maximum amount servicemembers can contribute from basic pay will change. The current limit of 7 percent of basic pay will rise to 10 percent by 2005 and become unlimited in 2006, according to an article by Jim Garamone of the American Forces Press Service. Contributions from pay earned in a combat zone do not count against the \$10,500 ceiling. Combat zone contributions are subject to a different limitation, however, 25 percent of pay or \$35,000, whichever is less.

The Thrift Savings Plan allows soldiers to invest pre-tax dollars and reduces taxable income by not taxing investments and earnings until they are withdrawn.

The Thrift Savings Plan is a retirement and investment plan that has been available to civilian government workers since 1987, according to AFPS. Congress extended the plan to include servicemembers in 2000.

"It's in addition to your regular retirement," Army Lt. Col. Tom Emswiler, a tax expert with DOD's Office of Military Compensation, said in the AFPS interview. "It's an optional program."

TSP allows soldiers to invest pre-tax dollars and reduces taxable income by not taxing investments and earnings until they are withdrawn.

Participation is optional. Soldiers who wish to sign up or change their contribution amounts can do so during designated "open seasons" using Form TSP-U-1. Servicemembers will have their first opportunity to elect to participate during a special 60-day open season from Oct. 9 to Dec. 8 with deductions beginning in January 2002.

After the initial open season, servicemembers have the opportunity to enroll, cancel or change their contributions during regular semiannual TSP open seasons, which are Nov. 15 through Jan. 31, and May 15 through July 31. New soldiers have 60 days to enroll initially, but they may enroll, cancel or change their contributions each open season thereafter.

Unlike civilians, who cannot make lump-sum payments into the program, servicemembers may also contribute all or a percentage of any special pay, incentive pay or bonus pay they receive, the American Forces Press Service story said.

Soldiers must contribute from basic pay in order to be eligible to elect to contribute from special, incentive or bonus payments. Soldiers who are contributing to the TSP

may elect to contribute up to 100 percent of bonuses at any time.

Department of Defense officials are working with the Defense Finance and Accounting Service, or DFAS, and the Federal Retirement Thrift Investment Board to determine how to implement the program. DOD Directive 1341.4, currently in draft, will provide procedures and sample letters to explain the program. Forms and educational materials will be provided to soldiers during the open season so they can make an informed choice.

Initially soldier investments will go to the G Fund—U.S. Government Securities. However, the program allows employees to invest in any or all of three funds: a government bond fund, a corporate bond fund and a stock fund as well as two additional investment funds, a small-capitalization stock investment fund and an international stock investment fund, that were added May 1.

S Fund investments go to a stock index fund that paces small businesses. I Fund investors will track international companies the same way, according to the AFPS story.

The Federal Retirement Thrift Investment Board web site www.tsp.gov has a section of Q's and A's that can answer some of the basic questions about TSP for members of the uniformed services. Army has also provided briefing slides with notes about the program, which are posted on the AR-PERSCOM web site <http://www.2xcitizen.usar.army.mil>

The services will have teams visiting members to explain the program, according to the AFPS article. Until then, find out more about it at TSP's uniformed services page at www.tsp.gov/uniserv/index.html

Maj. Deborah Richardson works for the Office of the Chief of the Army Reserve's Personnel Division, or OCAR PERDIV.

U.S. Army Reserve leads effort to improve PM computer systems

The Army Reserve has begun an effort to improve the accuracy and functionality of its personnel management computer systems in order to better posture the organization for the Army's Personnel Transformation, according to information from the Personnel Division under the Office of the Chief, Army Reserve.

Army Personnel Transformation is Army deputy chief of staff for personnel Lt. Gen. Timothy J. Maude's program for creating a centralized human-resource system that provides total visibility of personnel across the components (active and reserve).

On Jan. 11, now-Lt. Gen. Thomas J. Plewes, Chief, Army Reserve, directed his Chief, Personnel Division, to charter and chair a Reserve Personnel Systems Integration Group to lead this effort. RPSIG's charter is to assume ownership of all functional aspects of Army Reserve personnel systems with an aim toward improved data quality and integration with other Army and defense personnel systems.

Personnel Transformation supports Army Transformation by striving to create a smaller personnel support "footprint" in the battle space by leveraging new technologies and new processes. These new technologies, including the Department of Defense Integrated Manpower and Human Resource System, or DIMHRS (pronounced "DYE mers"), and the Army's Integrated Total Army Personnel Data Base, will provide better personnel services to the soldier, commanders and headquarters.

These new systems will be the cornerstone of the human component for transformation.

DIHMRs is an integrated DOD personnel and pay system that will replace those currently in use by all components of DOD. It is scheduled for initial use by FY 2003.

The Army Reserve's RPSIG is comprised of personnel leaders from Office of the Chief, Army Reserve, Army Reserve Personnel Command, Army Reserve Command and selected commands with full support from the Army Reserve Chief Information Office, or CIO (which provides advisers from its branches at all three locations). The RPSIG is identifying the functional requirements for future personnel systems in addition to efforts related to improving data quality, improving the visibility and management of total Army reserve personnel systems, and portfolio management to insure the relevance of these systems to support the future force. In its short lifetime, there have been many pluses to using this cross Army Reserve group.

"After reorganizing the Personnel Division to reflect the current direction of personnel transformation and developing unity



Photo by Maj. Jon Dahms
Sgt. 1st Class Risharde Lockwood of the Personnel Division under the Office of the Chief, Army Reserve, tests the Army Reserve's new personnel database system. The division is leading the Army Reserve's personnel transformation efforts with more accurate and responsive systems.

charters for the three RPSIG subgroups, the biggest gain I've noticed is one of better coordination within the Army Reserve personnel community and between our community and the personnel community of the active Army," said Col. Ronald Logsdon, Chief, Personnel Division, Office of the Chief, Army Reserve.

Among the RPSIG efforts underway are: an advanced technological demonstration to determine the feasibility of electronic boards, files to CD-ROMs instead of microfiche, Internet distribution of unit and personal documents/notifications, and a soldier-self-service update of elements in a soldier's Official Military Personnel File, or OPMF.

Paramount in the RPSIG's efforts are improved data quality, easier access to records, and simpler processes for managing personnel. Much of the envisioned future will include reengineering of current business process rules and movement to a centralized multi-component database at the top of the system.

If you have experience with Army Reserve personnel processes and procedures, and have a recommendation that would help save time, money or just be more effective, forward your recommendation via e-mail to Lt. Col. Joel Anderson at anderson@ocar.army.pentagon.mil or to Lt. Col. Frank Schwarzenburg at schwarzenburg@ocar.army.pentagon.mil

Here's how to reach the FTSMMD staff

FTSMMD uses an automated call processor telephone system. Dial any of the three phone numbers below, and the menu choices will direct you to the right office. If you know your party's four-digit extension, you may bypass the menus by pressing 1 after the tone, then dialing the four-digit extension. This will take you directly to your party. If you do not know the four-digit extension, the menu choices will direct you to the right office. **If you are not an AGR soldier, or calling about an AGR soldier, we cannot reroute your call.**

Commercial (314) 592-1234
Toll-free 1 (800) 325-4118
DSN 892-1234

To e-mail individuals, use the following format:
firstname.lastname@arpsl.army.mil

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5152 LTC Buford, Caryl Deputy director
5152 SGM Knepper, Monte Dir SGM
5152 Brandt, Donna Admin officer
5152 Barnes, Sheri Dir secretary

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5114 Williams, Margaret GO Corr/VIP/
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5101 SGT Tolbert, Delena Admin NCO

Operations

5115 MSG Tweedy, Arla Ops NCOIC
5115 SSG Burke, David Operations NCO

Personnel Management Branch

5102 SGM Bell, Traci Branch Chief
5104 vacant Asst Branch Ch
5121 Levin, Jean Mil Per Mgt Spc

Combat Arms, Combat Support,

Combat Service Support Team

5120 SFC David, Brenda Team chief
5121 SFC Donovan, Timothy 11B/C/H/Z,
12B/C/Z, 13B//F/Z, 19D//K/Z,
25V/Z, 35E/J/W, 45E/K,
52D/X, 55B, 63J, 67U/Z,
68X, 88Z, 92R, 93P

5122 SSG Collins, Patrick 62B (A-K),
63B (A-K)

5123 SFC Thomas, Marshall 63D/E/H/J/T/W/Z,
88H/K/L/M/N/P/T/U/X

5124 SSG Bryant, Stephanie 62B (L-Z),
63B (L-Z)

5125 SSG Jimenez, Jorge 92Y (A-H)

5126 SFC Chatman, Alicia 92Y (I-P)

5127 SFC Herron, Linda 37F, 38A,
77F/L/W, 92A/G/M

5128 SFC Martinez, Thomas 92Y (Q-Z)

5129 vacant 31C/F/L/P/R/U/
W/Z, 51H/M/T/Z,
52E/G, 54B, 62N, 81L,
82D, 95B/C/D, 96B/D/H,
97B/E/L, 98C/G/H/Z

Career Management Field 71 Team

5130 SFC Johnson, Karen Team chief

5131 SFC Santiago, Hector 75H (SFC/MSG
A-K)

5132 SFC Clay, Dana 75H (SFC/MSG
L-Z)

5133 SFC Baker, Michell 71G, 91A/B/C/E/S/X

5134 SFC Damiano, Joseph 71L

5135 SSG Richardson, Carla 75F, 75H
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5136 SSG Ryan, Robert 75B

5137 SFC OrtizGuzman, Angel 46Q/R/Z,
71D/M, 73C/D/Z,
74B/C/G/Z

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5140 SFC Gwynn, Alonda Team chief
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5141 SSG Torres, Jose 79R (1st Brigade)

5142 SFC Washington, Clyde 79V (Retention
and Transition NCO)

5143 SFC Box, David 79R (3rd Bde)

5145 SSG Tomlinson, Tony 79R (5th Bde)

5146 SSG Conway, George 79R (6th Brigade)

5147 SFC Moran, Sandra 79R
(Accessions)

5148 SFC Fierro, Gabriel 79R
(Accessions/
Detailed Recruiters)

5149 MSG Fitts, James USAREC liaison

Accessions Team

5110 Vitale, Jean Team Chief

5112 Ashford, Cheryl Accessions Tech

5112 Roberts, Angel Accessions Tech

5112 Boyce, Troynell Accessions Tech

5112 Poe, Pier Accessions Tech

5112 Sendejas, Rick Accessions Tech

5103 SSG Humphries, Charles Marketing NCO

Military Personnel Branch (ARPC-ARE-M)

5106 vacant MPB Chief

5110 MSG Suellau, Michael Asst MPB Chief

Personnel Records Branch (ARPC-ARE-MR)

5112 SFC Wade, Jennifer NCOIC

Enlisted Records

5108 SSG Rivera, Javier Team Leader

5109 SSG Pettigrew, Jeff Team Leader

Special Actions Branch

5105 Bredensteiner, Charlotte Branch chief

5105 Lawrence, Delgenia Team leader

5105 Manzotti, Veronica Compassionates/
Relieved recruiters

5105 SSG Daily, Donald Flags/Local bars

5105 Bossard, Julie TDRL/Medical

5105 Upchurch, Chris QMP/VERP

OFFICER MANAGEMENT DIVISION (ARPC-ARO)

5171 LTC Knight, Betty Division chief

5171 MAJ Caswell, Linda Ops officer

5171 SFC Joers, Alfred Ops sergeant

5171 Ferguson, Vicki Ops, IG/ROTC

Officer Accessions Team

5173 Comley, Pat Officer

5173 Massander, Connie accessions

5173 Massander, Connie Officer

5173 Massander, Connie accessions

Officer Management Team

5185 MAJ Spielvogel, Kenneth Team Chief

5183 CPT Dederer, Richard 88, 90, 91

5179 MAJ Johnson, Linda 92, 51

5170 Wilson, Hallie (DA 1506 &
Retirement)

5180 MAJ Dekle, Michael (MS, 70 series)

5177 MAJ Rowe, Robert 46A, 55, 56, 66

5169 Laswell, Celeste (ALL AFS)

5178 MAJ Luetgten, Susan 41, 42, 43

5174 Peterson, Crystal (DA 1506 &
Retirement)

5181 MAJ Adkins, Bruce 18, 31, 38, 39,
50, 59A, 74

5184 MAJ King, Curtis 01, 11, 12, 13,
14, 15, 54

5188 Chapman, Cori Overseas

5182 MAJ Harris, Gregory 24, 25, 44, 45,
49, 51, 53

5176 MAJ Rogers, Billy 21, 35

5189 Dobkin, Loretta (Retirement-
AFS)

Warrant Officer Section

5187 CW5 Schey, John Section Chief/
91XX, 15XX,
all CW5s

5186 CW4 Moore, Arcelia WO1-CW4

Records Team

5175 SFC Brockman, Curtis Team Chief

5175 SGT Swartout, Brian Records NCO

5175 Smith, Claudia Mil tech

Special Actions Branch

5172 Nahlen, Sharon Branch chief

5172 McNeill, Jeffrey DAADBs

5172 Kinslow, Janet Flags/Medical
compassionates/EFMP

DISTRIBUTION DIVISION (ARPC-ART)

5190 LTC Lawrence, James Chief

5191 Brown, Angela Trng coord

Command Actions Branch (Reg Acct Mgr)

5197 Stumpf, James Chief

5194 SSG Camacho, Lillian USAREC, 416th Eng Cmd

5194 SSG Camacho, Lillian 70th RSC, 88th
RSC, 96th RSC,

5198 SFC Rodriguez, Samuel 244th Avn Grp, 91st Div

5198 SFC Rodriguez, Samuel 7th ARCOM,
65th ARCOM, FORSCOM,
TRADOC, OCAR/DA/NCR

5195 SFC Miller, Cloud Joint HQ, 8th Army, 9th RSC

5195 SFC Miller, Cloud 78th Div, 80th Div,
89th RSC, 99th RSC,
108th Div, 310th TAACOM

5158 Morrow, Sandra 3d MEDCOM,

5158 Morrow, Sandra 19th TAACOM, 63rd RSC, 75th Div,
77th Div, 85th Div, 94th RSC,

5158 Morrow, Sandra 100th Div, 143rd Trans, 311th COSCOM,
335th Sig Cmd, 412th Eng Cmd

5196 SFC Lipscomb, Libby 84th Div, 90th RSC,
95th Div, 98th Div,

5196 SFC Lipscomb, Libby 104th Div, REDC, USAG,
NCO Academy Dix/Lewis/McCoy,

5199 SFC Sanders, Carlos ARRTC, NAAD/RTS MED, 377th TAACOM

5199 SFC Sanders, Carlos 81st RSC, 87th
Div, USARC

Information Management Branch

5193 MSG Kitchen, Eric Branch Chief

Senior AGR Management Office (ARPC-ARS)

5109 SFC Wade, Jennifer Records NCO

5155/56 Gruver, Lillian [MSG(P), SGM]
Mil tech

COMBINED FUNCTIONAL AREA DIVISION

(ARPC-ARF)

3850 MAJ Espailat, Francisco Division chief

5730 MAJ Heard, Caryn

3175 MAJ Mfum, Steve

4482 Rippee, Thomas

3670 Schenk, Diana

3695 Shea, Kathleen

Montgomery GI Bill changes

Armed Forces can pay up to 100 percent tuition assistance

Before his departure last year, former President Bill Clinton signed into law various changes to the Montgomery GI Bill Programs (Chapter 30, Chapter 32 and Chapter 1606).

Public Law 106-398, Section 1602. Effective Nov. 1, 2000, the military services are allowed to pay up to 100 percent of the tuition and expenses charged by the school under Tuition Assistance. Tuition Assistance has a maximum entitlement of \$3,500 per fiscal year. If the service department pays less than 100 percent, a servicemember who is eligible for the Montgomery GI Bill – Active Duty (Chapter 30) can elect to receive benefits for all or a portion of the remaining expenses.

A soldier who chooses to receive MGIB benefits will lose one month's entitlement for every \$650 (the current rate) that a soldier receives from VA.

Public Law 106-419, Section 102. It amends and makes uniform the requirement for a high school diploma or equivalency certificate for eligibility under the Montgomery GI Bill. It repeals the requirement that a servicemember obtain a high school diploma prior to the completion of the initial period of active duty as a condition of eligibility for MGIB benefits. Instead, the high school diploma requirement must be met prior to the individual applying for the benefit.

Public Law 106-419, Section 103. It repeals the requirement for initial obligated

period of active duty as a condition of eligibility for Montgomery GI Bill benefits: Allows individuals to use any period of active duty to establish eligibility for MGIB benefits. The soldier cannot combine periods of active duty in an attempt to qualify for MGIB. Eligibility has to be based on one period of obligated active duty. If more than one period qualifies, the veteran's eligibility should be based on the period most advantageous. Soldiers will only have one opportunity to have the \$1,200 deducted from their pay. If the servicemember declines to participate, he can't reverse that decision in a second period of active duty.

Public Law 106-419, Section 104. VEAP participants are offered an additional opportunity to enroll in Montgomery GI Bill. VEAP participants have one additional year to make an irrevocable election to enroll in the MGIB, if they participated in VEAP on or before Oct. 9, 1996, and they served continuously on Active duty through April 1, 2000. If a soldier chooses to make this election it will cost \$2,700, which is irrevocable and must be completed within 18 months. The soldier is not eligible for any educational benefits until the whole \$2,700 is paid.

Public Law 106-419, Section 105. Montgomery GI Bill active-duty participants may contribute an additional sum up to \$600 to increase their basic benefit. This provision became effective May 1, 2000. Only soldiers who enrolled originally under

Chapter 30 are eligible to increase their benefits. If the soldier is a Vietnam era or VEAP converter, he is not authorized to participate. The \$600 can be paid in a lump sum or by allotments of \$20 per month. If \$600 is contributed, then the basic benefit will be increased by \$150 per month.

Public Law 106-419, Section 122. It allows payment of educational assistance benefits for licensing or certification tests. Effective March 1, veterans and eligible persons may receive up to \$2,000 in fees required for civilian occupational licensing and certification examinations needed to enter, maintain, or advance in employment in a vocation or profession. The law establishes a seven-member Professional Certification and Licensing Advisory Committee, to remain in existence until Dec. 31, 2006, to advise the secretary on matters related to this provision.

Legislative incentives

In late June, the House passed a resolution 416-0 that authorizes the monthly stipend for MGIB Chapter 30 (full-time student) to \$800 for FY 2002, \$950 for FY 2003 and \$1,100 for FY 2004. The Senate is now looking at the resolution. The increments for half-time and quarter-time have not been established, nor has Chapter 1606 benefits been established.

If you have any more questions, send an e-mail to MGIB.Support@arpstl.army.mil

Grads get master's degrees from War College

For the first time, the Master of Strategic Studies degree will be awarded to the student body of the Army War College at graduation ceremonies in June and July for the Class of 2001.

Congress authorized the college to grant the master's degree in August 1999, acting on the recommendation of the U.S. Department of Education.

Having received candidacy status by the Middle States Commission on Higher Education, the college will exercise its authorization, according to AWC dean Col. Jeffrey McCausland.

The complex process to move the Army War College from executive development institution to degree-granting college spans three commandants and staffs.

"It's been a real team effort, that's characteristic of everything the college does," said retired Lt. Gen. Richard Chilcoat. In the early months of his tenure as commandant here, he convened a conference of former commandants to discuss the evolution of the Army War College.

"The college was already teaching at the graduate school level. We had standards that met accreditation standards," said Chilcoat, who became dean of Texas A&M's George Bush School of Government and Public Service July 1.

"The real key to success was getting the approval of the Secretary of Defense and Chief of Staff of the Army Gen. Dennis Reimer,"

continued on page 24

USAR gains its first three-star chief

by Lt. Col. Randy Pullen

The Fiscal Year 2001 Floyd D. Spence National Defense Authorization Act, or NDAA, directed the Armed Forces to grant a third star to the heads of their reserve components. Previously, the heads of reserve forces were authorized two-star rank.

Lt. Gen. Thomas J. Plewes had his new rank pinned on by Army Chief of Staff Gen. Eric K. Shinseki and by Plewes' wife, Elizabeth, in a June 13 ceremony in the Pentagon courtyard. He is the first three-star chief of the Army Reserve in the U.S. Army Reserve's 93-year history.

Also promoted to three-star rank during this ceremony was the director of the Army National Guard, Lt. Gen. Roger C. Schultz.

"Two years ago, we made a bold declaration that we were The Army — totally integrated, with a unity of purpose — no longer the 'total Army,' no longer the 'one Army,'" Shinseki said. "We acknowledged our components and their unique strengths, and made it clear that we would 'march into the 21st century as The Army.' Today's ceremony is symbolic of the unity our Army has demonstrated over the past two years."

Shinseki discussed how much the Army and the nation relies on its reserve components and how much they — like their active Army counterparts — are on point around the globe in places like Kosovo, Bosnia, East Timor, South America, the Philippines and Korea. In all, there are 64 countries to which Army Reserve and Army National Guard soldiers have deployed in the last two years.

He praised Plewes for his efforts to ensure Army Reserve soldiers understand and internalize the Army Vision and the Army's

Reserve's role in Army Transformation. (See story on page 9.) He noted Plewes' leadership during the many achievements attained by the Army Reserve in recent years: exceeding recruiting goals, raising readiness to its highest levels in history, overseeing the Army Reserve becoming more relevant — and busier — than ever.

The Army's newest lieutenant general thanked Shinseki for his support of the USAR. He also thanked Congress for its commitment to citizen-soldiers and gave special thanks to several members of Congress who had been instrumental in making the long-standing dream of three-star reserve chiefs a reality. Plewes also expressed his appreciation to the service associations, such as the Association of the United States Army and the Reserve Officers Association, and to former Assistant Secretary of Defense for Reserve Affairs Charles L. Cragin for fighting to make this day happen. He graciously thanked the trailblazers in the USAR who had brought the Army Reserve to its present high level of readiness and relevance, to include the six previous Chiefs, Army Reserve, present at the ceremony.



Lt. Gen. Thomas J. Plewes

AR-PERSCOM replaces antiquated messaging system

by Maj. Dudley Nesbitt and Allan Journey

The U.S. Army Reserve Personnel Command will become the first Army Reserve site to fully migrate to the Defense Messaging System, or DMS, and terminate the use of existing 1960s technology in the Communications Center July 31.

The Defense Messaging System modernizes command and control messaging capability. Unlike the Automatic Digital Network, or AUTODIN, DMS accommodates large multimedia attachments, such as digital files containing graphics, photo imagery and video. DMS is very cost effective, and, because it is so efficient, DMS frees up staff for more important work.

AR-PERSCOM has been using DMS in conjunction with AUTODIN since July 1, 1999. Communications Services personnel from Information Support Activity-St. Louis, commonly known as ISA-St. Louis, began a very aggressive implementation schedule to migrate to DMS as mandated by Department of Defense for organizational messaging. The Defense Messaging System Local Control Center, or DMS

LCC, supports multiple DMS organizational accounts at AR-PERSCOM as well as 10 other government agencies in the greater St. Louis area.

As a result, the AR-PERSCOM DMS LCC was named "DMS Local Control Center of the Year" at the annual DMS conference in Norfolk, Va., May 20 and at the AR-PERSCOM command recognition ceremony May 30. AR-PERSCOM DMS LCC team members Patrick Thurman, Clarence "Earl" Linkous, Debbie Siebuhr, Dennis Schneider and Mike Strasburg expressed their dedication through all the hard work they put in on this effort.

AUTODIN enabled directorates to become "common users" of messages containing certain subject matter. Personnel in the Communications Center received messages, then manually routed the messages to directorates that the recipient designated in advance.

Common subject-matter messages will now be routed within AR-PERSCOM via the directorate that received the message first. DMS capabilities allow the sender to

encrypt the message so that these messages can only be opened and read by the directorate or recipient the sender intended. In the event a directorate receives a common subject-matter message and another directorate is listed on the AR-PERSCOM Subjective Routing Guide, or SRG, the directorate receiving the message will be responsible for forwarding the message to the other directorate's DMS organizational account, not the DMS LCC.

The Defense Messaging System will become the single messaging solution for DOD, thereby standardizing all DOD's standard e-mail system security from desktop to desktop. DMS gives you the best of all worlds -- business quality messaging capability and military messaging capabilities with interoperability and system performance via a single integrated system.

For information on classified DMS messaging procedures, authorized users should contact the LCC at Ext. 0530 or the AR-PERSCOM Security office at Ext. 0255.

Maj. Dudley Nesbitt and Allan Journey work for the Chief Information Office.

On the Move

Protect your treasures while moving

by Rudi Williams

You watch “Antiques Roadshow” this fall and learn a chiffonade just like your great-grandmother’s is worth \$5,000. Dang! If you’d known that you’d have had insurance and squawked more when those butterfingers banged up yours during your summer move.

Permanent-change-of-station moves mean stress, anxiety and problems even when you don’t own high-value treasures. But when you do, paying attention to some common sense do’s and don’ts may save you grief.

◆ Carriers and the government assume no liability for such high-value items as watches, jewelry, cash, stocks, bonds, coin and stamp collections, antiques, bills, deeds, precious metals or irreplaceable sentimental items, such as photo albums. Carry these valuables with you, Military Traffic Management Command officials advise. Don’t ship them as household goods, and don’t leave them in dresser drawers or lying around while movers pack.

◆ Get professional appraisals for expensive, valuable items, such as artwork, collectibles and heirlooms. Obtain supplemental insurance for these valuables during the move. Standard insurance carried by most movers pays claims by the pound, not market value. The government will not pay for appraisals or extra insurance, but consider the cost a wise hedge against loss or damage.

◆ Videotape or take close-up photos of all your belongings, paying extra attention to the condition of your furniture and your expensive and valuable items. Inventory records like this will help you document any losses and damage you may incur in the move.

◆ Record serial numbers of electronic equipment.

◆ Movers are supposed to document furniture condition on their inventory record sheets. Make sure you confirm their entries and challenge them until you agree on accuracy. When you sign the mover’s inventory record after the packing’s done, you’re certifying its accuracy.

◆ Don’t wax or oil wooden antiques and fine wood furniture before shipping, because some products might soften the wood and make it vulnerable to imprinting from furniture pads.

◆ Third-party servicing will likely be needed before moving such luxury items as hot tubs, large-screen TVs and some exercise equipment.

◆ Talk to the moving company about pre- and post-move service-



File photo

Soldiers and families can pack up and move out more easily if they get organized. Tips in this special section can help.

ing of washer, dryer, refrigerator, dishwasher, grandfather clock, satellite dish and other such items.

◆ Think twice before dismantling your outside TV antenna — a new one may cost less than shipping the present one.

Following these suggestions will safeguard valued items and help you have an efficient and painless move.

There’s a wealth of information on the Internet about moving in general and military relocations in specific. Simply use the keywords “military relocation” on any web search engine for links.

Rudi Williams writes for the American Forces Press Service.

Use a checklist for your move

by Rudi Williams

WASHINGTON, May 7, 2001 — Relocation is part of life in the military and for some DOD civilian employees.

Moving is a big event with a lot of physical and emotional challenges that need to be handled with care. Like everything else in life, there's a right way and a wrong way to move. And doing it the right way can make a big difference in stress, peace of mind — and your pocketbook.

Here are some things to do to help make your move smoother:

Moving Checklist

- ☐ Contact the household goods office for an appointment with a counselor.
- ☐ Notify your landlord, rental agent or housing office of your permanent-change-of-station orders and anticipated date of departure.
- ☐ Check school schedules and enrollment requirements at your new station.
- ☐ Check the expiration date on your military identification card; update if necessary.
- ☐ Contact the department of motor vehicles for information on changing your driver's license and vehicle registration.
- ☐ Take care of auto maintenance and repairs.
- ☐ Contact your insurance company concerning vehicles, home and household goods. Find out about coverage on your possessions in transit and storage and about high-value items.
- ☐ Fill out a postal change-of-address form.
- ☐ Fill out an IRS change-of-address form.
- ☐ Hand-carry medical and dental records.
- ☐ Keep prescription medicines in their original bottles. Obtain prescription slips in case you need refills on the road. Pack medicine in leakproof, spillproof containers.
- ☐ Hand-carry finance records.
- ☐ Ensure that your entire family is properly listed on the Defense Enrollment Eligibility Reporting System.
- ☐ Start using up perishable and frozen foods about a month before moving. Discard whatever you haven't used before the carrier shows up to pack.
- ☐ Dispose of flammables, such as fireworks, cleaning fluids, matches, acids,

chemistry sets, aerosol cans, ammunition, oil, paint and thinners.

- ☐ Drain fuel from mowers and other machinery.
- ☐ Discard partly used cans and containers of substances that might leak.
- ☐ Carefully tape and place in individual waterproof bags any jars of liquid you plan to carry with you.
- ☐ Refillable tanks must be purged and sealed by a local propane gas dealer. Discard non-refillable tanks. Some carriers and the military do not permit shipment of any propane tanks.
- ☐ Switch utility services to new address. Inform electric, disposal, water, newspaper, magazine subscription, telephone and cable companies of your move.
- ☐ Have appliances serviced for moving.
- ☐ Clean rugs and clothing and have them wrapped for moving.
- ☐ Plan ahead for special needs of infants.
- ☐ Close bank accounts and have your funds wired to your new bank. Before closing, be sure there are no outstanding checks or automatic payments that haven't been processed.
- ☐ Collect valuables from safe-deposit box. Make copies of any important documents before mailing or hand-carry them to your new address.
- ☐ Record serial numbers of electronic equipment.
- ☐ Defrost freezer and refrigerator. Place deodorizer inside to control odors.
- ☐ Give a close friend or relative your travel route and schedule so you may be reached if needed.
- ☐ Discuss the moving process with your children to overcome their fear of relocation.
- ☐ Return library books and other borrowed items.
- ☐ Make shipping arrangements for vehicles early.
- ☐ Ensure that the vehicle is in good running condition and that all required maintenance has been completed.

Moving Your Pets

- ☐ Make arrangements for transporting pets.
- ☐ Carry health/rabies certificates with you.

☐ Ask about vaccinations needed to travel to foreign countries.

☐ Attach an ID tag to your pet's collar.

☐ Check on type and size of kennel needed for overseas shipment of pets.

☐ If you're traveling across country, you can check on pet-friendly hotels on the web at www.petswelcome.com

On Moving Day

☐ Double-check closets, drawers, shelves, attic and garage to be sure they are empty.

☐ Carry travelers checks for quick, available funds.

☐ Watch loading and unloading and examine all items carefully before signing a receipt.

☐ When you move in, remember that moving companies contracted by the government have an obligation to reassemble furniture that was disassembled for moving. They must also unpack everything (including all of your grandmother's china) and take away paper and boxes if you ask them to do it. Don't expect them to offer. You will save yourself a lot of time if you take advantage of this service. Even if you just have them unwrap the items and put them on the dining room table or against a wall, you will not have to take up your time unwrapping every last piece. (It takes longer than you think.) You also won't have to contend with those empty boxes if you have them take them away. An added bonus is that you can discover breakage quicker and fill out your claim sooner. Another plus is that you will get everything put away faster if you see it sitting out instead of in a box. (As the old adage goes, "Out of sight, out of mind.")

There's a wealth of information on the Internet about moving. Use the keywords "military relocation" on any web search engine for links.

For an online directory of U.S. military installations worldwide, listing units, missions, facilities, services and other information of interest to servicemembers and their families, visit

http://www.dmdc.osd.mil/sites/owa/Installation.prc_SelectInstallation

Rudi Williams writes for the American Forces Press Service.

Ship your pets: They're worth it

You pay the freight, but, after all, Fido's a 'member of the family'

by Rudi Williams

Rabbits, gerbils, birds, snakes, fish, parrots, otters — horses — these are only some of the family pets people have tried to ship on military chartered aircraft when moving. To their chagrin, none of these prized pets were allowed aboard Air Force Air Mobility Command charters.

“‘Pets’ means dogs and cats only,” AMC’s Tech. Sgt. Mitch Conley emphasized. He pointed out that pet shipment is not an entitlement, but a privilege limited to charter passengers in a permanent-change-of-station status. The limit is two pets per family. Waivers are required to transport more than two.

And there’s a weight limit — 99 pounds, including the cage or shipping container.

Conley said it costs about \$85 to ship a pet and kennel weighing up to 70 pounds aboard a charter flight, and double that for pets weighing 71 to 99 pounds.

The government does not underwrite or reimburse the cost of shipping pets, he said. Owners pay the freight alone, and they also must make their own commercial arrangements if the pet exceeds AMC’s 99-pound weight limit. It’s not cheap.

“I heard about a guy who paid \$1,300 to ship a 150-pound Great Dane,” Conley said.

Pet owners are responsible for the preparation and care of their animals and satisfying all documentation, immunization and border clearance requirements, including quarantines. The shipping container used must be approved by the International Air Transport Association and be large enough for normal body movements and for the pet to stand up, turn around and lie down comfortably.

A small pet can travel in the charter aircraft cabin with special permission from AMC, but it must be in a hard-shell kennel no bigger than 20 inches by 16 by 8.

Conley said servicemembers should advise their transportation office about their pets when make arrangements to ship their belongings.

“They need to make arrangements two or three months before



Pepper and AR-PERSCOM protocol officer Connie Staiger take a break. Staiger volunteers with Schnauzer Rescue, and Pepper was one of her clients. Now he’s one of the family.

they’re scheduled to move,” he said. “They shouldn’t just show up with pets,” he said.

He said owners should anticipate difficulty shipping pets during the summer months, when most PCS moves take place.

“We do more than 300 waivers a month during that time,” he noted. “The majority is requests for additional space on aircraft. Many people have to ship their pets on commercial flights.”

People who need a waiver because of the number, type and weight of their pets can call AMC at 1 (800) 851-3144 or DSN 779-7881, fax a request to (618) 229-7876 or DSN 779-7876 or send e-mail to petwaivers@scott.af.mil. A copy of the waiver form can be downloaded in Microsoft Word 95 format at <http://www.amc.af.mil/do/don/pets.htm>

Rudi Williams writes for the American Forces Press Service.

Quarantine costs defrayed, thanks to NDAA

Servicemembers and DOD civilians are getting a little help from Uncle Sam when they have to quarantine their pets during permanent-change-of-station moves, according to the American Forces Press Service.

As of Oct. 1, 2000, the government will kick in \$275 to help defray the cost of quarantining pets. Congress approved the payment as part of the Fiscal 2001 National Defense Authorization Act, the AFPS press release said.

The payment is limited to costs associated with quarantining cats and dogs. Cats and dogs traveling from the United States to Iceland, Great Britain, Guam and Hawaii are routinely quarantined. The quarantine can range from 30 days to six months.

**WAR COLLEGE
MASTER'S DEGREES AWARDED**

continued from page 19

he said. "He was an AWC graduate, and he knew about our balance of things personal, professional and intellectual."

With accreditation comes a board of visitors, which is available to the commandant to provide counsel and advice.

The college will confer the degree on members of both the classes of 2000 and 2001, at the recommendation of the Board of Visitors, which is currently chaired by Dr. Sylvia S. Black, management professor at the University of North Carolina's Kenan-Flagler Business School.

"The Board of Visitors fully supports the War College's announcement to award a master's degree in strategic studies to the class of 2001," said Black in a statement following the April meeting of the Board of Visitors.

"The granting of candidacy status by the Middle States Commission on Higher Education, underwritten by congressional authority to grant degrees, acknowledges the academic rigor of the program, and legitimizes the College's intent to award Master's Degrees. The Board congratulates the War College faculty, staff and student body for achieving this historic milestone."

The U.S. Army War College is a candidate for accreditation by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market St., Philadelphia, Pa. 19104 (215) 662-5606.

"Candidate for Accreditation is a status of affiliation with a regional accrediting commission which indicates that an institution has achieved recognition and is progressing toward, but is not assured of, accreditation," according to the commission.

"It has provided evidence of sound planning, seems to have the resources to implement the plans, and appears to have the potential for obtaining its goals within a reasonable time," according to the commission.

SPORTS AND FITNESS

Prevent running injuries

by Diana Settles

Second in a series.

Being proactive about preventing running injuries this summer is vital, according to "Epidemiology of Sports Injuries" by J. Caine, C. Caine and K. Lindner.

Personnel fitness

■ Prior to running, participate in a gradual conditioning program with emphasis on balancing out the strength of musculature (correct muscle imbalance).

A program consisting of muscular fitness, gradual aerobic conditioning and stretching pre-/post-running is beneficial.

■ To reduce risk of stress fractures, a slow and progressive training program that gradually increases strength and endurance of the back and lower extremities is recommended.

■ Remember to warm-up and stretch at least 5 to 10 minutes before running.

■ Contact a local Morale, Welfare and Recreation trainer for additional information on running conditioning and correct running form. Many MWR facilities provide safety/injury prevention information on preparation, conditioning and training. Proper running techniques are crucial; imperfections in running style can lead to injury.

Equipment

■ Proper fitting running shoes are important; replace shoes every 6 months.

■ Orthotics may be beneficial for runners with excessive pronation.

Training/technique

■ Correct training errors. Training should be gradually increased. For beginning runners, alternate-day running is recommended. The runner should be able to talk without being short of breath. Monitor both the intensity and the duration of workouts. Excessive distances, hill running and speed work may cause common overuse injuries, such as iliotibial band friction syndrome and shin splints. A general guideline is to increase running mileage by 10 percent per week. Monitor the number of days of high intensity workouts and the

increase in the training programs. Alternate high-effort days with low-intensity days of running.

■ *Note:* The body responds to excessive stress placed on it. Even if an experienced runner attempts to increase mileage in a short time, injury may result.

■ Discontinue training hard if tired. Prevent running through pain. If it takes more than 48 hours to recover, the workouts may be too long or intense.

■ If racing, don't try to make up for lost miles.

■ Don't increase mileage more than 10 percent a year.

Environment

■ Soft and flat running surfaces are recommended; avoid excessive running on cement or asphalt. Uneven ground or slanted roads should be run with caution. Running on slanted surfaces are responsible for increased injury rates.

■ Wear clothing appropriate for weather.

◆ For cold weather, dress in layers, cover both head and hands.

◆ For hot weather, wear porous clothing. Heat acclimatization usually takes about two weeks.

■ ACSM recommends that runs/races greater than 10 miles should not be run in temperatures over 82.4 degrees F. If the temperature exceeds this, the run should be performed before 9 a.m. or after 4 p.m.

■ Alcohol consumption should be discouraged during any athletic participation – especially running.

■ Proper hydration during pre-activity and actual activity participation is recommended to prevent fatigue and heat illness. Runners should be trained to recognize early signs of heat injury.

■ To run at higher altitudes, allow three to four weeks to acclimatize to avoid hypoxia during acute exposure.

Diana Settles is the manager of the Injury Prevention Physical Fitness Programs at the Navy Environmental Health Center, Norfolk, Va.

SPORTS AND FITNESS

Army Arch Run gains reputation

Get complete results at www.Fleetfeetsports.com

In only its second year, the Army Arch Run Half-Marathon is gaining the reputation as the most well-run half-marathon in the state. Last year's inaugural race attracted more than 400 athletes. In its second year, more than 1,100 runners, walkers and wheelchair athletes participated in the Army Arch Run Half-Marathon held on Armed Forces Day in St. Louis.

Race coordinator Maj. Aaron Walter had hoped to have between 800 to 1,000 participants for the second year event and was more than pleased when the final registration totaled 1,138.

"This was a tremendous turnout and what we were hoping for after the success of last year's race," Walter said.

The 13.1-mile-course traveled from the Army Reserve Personnel Command's facility in Overland, Mo., through University City, and ended beneath the Gateway Arch at the St. Louis riverfront. AR-PERSCOM hosted the event.

The overall winner was Glenn Le Gros of St. Louis whose time of 1:08:39 was more than 2.5 minutes faster than last year's top finisher. The fastest military runner was Chris Juarez of the Air Force, who finished third overall with a time of 1:09:49. Juarez traveled from Las Vegas to participate in this year's event.

Justin Vitale the wheelchair division became the Arch Run's first two-time champion at 1:18:50, bettering last year's time of 1:33:02.

The top female runner was Judy West, of Ballwin, Mo., who covered the course in 1:23:21 and bettered last year's top female's time of 1:23:43.

The top team finishers included:

- military men's team, Scott Air Force Base;
- military mixed team, Missouri Go Guard;
- open men's team, Fleet Feet Racing;
- open mixed team, Bud Runners;
- masters men's team, Dependables 1;
- masters mixed team, Missouri.

Participation doubled for military teams. This year, 11 military teams entered representing Fort Leonard Wood, Mo. (two teams); Air Force National Guard locally from Lambert Field; Scott Air Force Base; 10th PSYOPS Battalion; 90th U.S. Army Reserve Regional Support Command; AR-PERSCOM; Company B, 554th Engineer Battalion; Lindenwood ROTC; Washington University ROTC; and Gateway ROTC Battalion. The traveler's award goes to the 554th Eng Bn, which came from Worley, Idaho, to compete.

Runners ranged in age from 8 to 74. The youngest runner was Jesse Mathews of O'Fallon, MO. The oldest participant, Jean Wasser of St. Louis, enjoyed herself even though she had just competed in a marathon in England just three weeks earlier. Wasser, by the way, finished second in the women 65 and older division.

This year's race commemorated the 10th anniversary of operations Desert Shield and Storm. A public ceremony honored the veterans of operations Desert Shield and Desert Storm, and static military displays were set up along the finish area.

Plans are already underway for the Third Army Arch Run Half-Marathon. Race coordinator is Maj. Bruce Adkins of FTSMD.

AR-PERSCOM player tries out for All-Army team

An EP soldier will try to hit some home runs at the All-Army Softball Tryout Camp July 5 to 29 at Fort Indiantown Gap, Pa.

Becky Price, a schools/reclassification personnel NCO with AR-PERSCOM's Enlisted Personnel Management Directorate, was accepted to the camp because of the softball experience on her athlete application.

Once selected for the team, players will play in the Armed Forces Tournament July 30 to Aug. 3 at Fort Indiantown Gap, Pa. Then they will play in the National Tournament at Shreveport, La., Aug. 10 to 12.

Price is currently a second baseman on the EP Lions softball team at the U.S. Army Reserve Personnel Command.



Photo by Andrea Wales
Becky Price is ready to take a swing at a chance in the "big leagues."

FRC softball schedule

Team	Captain	Phone
1. Heart & Soul	Mike Bihl	592-4492
2. Outlaws	Tyrone Watson	592-0630
3. EP Lions	Luis Martinez	592-2802
4. Hit & Run	Rob Roberson	592-3189
5. FTSMD Eagles	Traci Bell	592-5102
6. Wrecking Crew	Rory Parker	538-4596
7. Untouchables	Henry Harris	538-2514

Date	Game 1	Game 2	Umpire
July 30	7 vs. 5	3 vs. 7	2
July 31	1 vs. 4	6 vs. 1	5
Aug. 1	2 vs. 6	7 vs. 2	4
Aug. 2	5 vs. 3	3 vs. 4	6

Aug. 6 Makeup games
Aug. 7 Home run derby
Aug. 8 Tournament starts
Note: Games start at 5 and 6:15 p.m.

NEWS NOTES

ORG DAY

Diversity in the workplace celebrated

The U.S. Army Reserve Personnel Command is known for its cultural-awareness events and other observances. The theme for its Aug. 30 Organization Day reflects this mindset – “A Taste of AR-PERSCOM: Celebrating Diversity.”

After a multicultural parade that will serve as an opening ceremony, attendees can enjoy “Olympic games;” food tasting from different cultures; bingo; a talent show brought to you by Ida Maclin, who has organized the talent portion for several years; and much more for everyone to enjoy. Those who would like to participate in this year’s talent search or its multicultural parade should contact Maclin at Ext. 2085 or Sandra Hewitt at Ext. 3362.

PIC FAIR

Overcome obstacles to go to school

AR-PERSCOM’s Performance Improvement Center, or PIC, is having an education fair in atrium Aug. 14 from 10 a.m. to 2 p.m.

Stop by and talk to local college representatives. Find out what your options are and what need to do to get in school.

FLINTLOCK/MUSKET CLINIC

‘Keep your powder dry’

The Boone’s Lick Strings will be hosting a Flintlock and Musket Clinic and encampment the weekend of Oct. 12 to 14 near Winfield, Mo. The clinic will be an opportunity to evaluate your re-enactor skills and equipment.

The Boone’s Lick Strings is an Old Time Traditional music band that plays traditional French and Celtic 18th and 19th century music with more of a modern tempo. Some of its members are also active members in the “Corps of Discovery” of St. Charles, which re-enacts events associated with explorers Lewis and Clark.

Hands-on instruction will be provided in the “care and feeding” of your smoke pole. A target range for ball and shot will be used, and instructions as to “what to carry,” camp set-up, cooking, proper clothing, woodsman skills, making authentic “gear.”

One of the clinic’s goals is to train and field two six-person teams representing the Corps of Discovery in the militia “live-fire” musket competition Feb. 1-3, 2002, at Fort Du Chartre, Ill.

To find out more, e-mail Christine Puknat at CPUKNAT@peoplepc.com

COR

Contracting professional honored nationally

An employee of ISA-St. Louis was recently recognized by professionals in her field by being named a fellow of the National Contract Management Association.

Carol Gardner-Fox is a certified professional contracts manager, or CPCM, and has worked as the only contract specialist at Information Support Agency-St. Louis for 12 years.

The fellow designation is among NCMA’s most prestigious awards, granted only to those members who have used their talent and experience to benefit both the association and the contract management profession, according to NCMA’s website,

www.ncmahq.org Nominees for the award are evaluated according to their level of academic training and experience in contract management, teaching and publishing efforts, participation in workshops and conferences, and service to NCMA.

Gardner-Fox, who holds a master’s in business administration from Lindenwood College in St. Charles, Mo., serves as the contracting officer’s representative, or COR, on contracts that involve administration of mission-essential contracts, daily interface with contractors and resolution of outstanding issues. She initiates, coordinates and implements contracting policies, procedures, guidelines and controls.

As approving official for the International Merchant Purchase Authorization, or IMPAC, cards, Gardner-Fox oversees cardholders who are authorized an annual limit of \$6 million per year. Additionally, she participates in Source Selection Evaluation Boards and attends Program Management Reviews.



Carol Gardner-Fox

ERRATA

Photo, TASS terminology need adjustment

Due to a printer error, the wrong photo was printed on page 8 of the June Hub. Instead of a photo of the AR-PERSCOM commander awarding the first-place winner of the Second Army Arch Run, an action shot of the start of the race had been slotted for that space.

In the April issue of the Hub with Gateway insert, some misinformation was printed in the article on Reserve officer professional development, or PDE, options: U.S. Army Reserve Forces, or USARF, schools haven’t had that name since fiscal year 1997. In FY 96, they transferred to the divisions (institutional training) for command and control, and became TASS battalions (professional development). In FY 99, the acronym TASS changed to The Army School System from the Total Army School System.

Ask USARC Training Division’s Pat Daley about USARF schools and TASS battalions at (404) 464-8302.

Local 'historian' serves as adviser for Stivers painting of field artillery

An AR-PERSCOM soldier in the Plans Directorate has long had a fascination with various types of artillery.

As a field artillery officer, Maj. Paul R. Rosewitz's interests were naturally peaked by duty at Fort Sill, Okla., and the opportunity to see a variety of historic artillery pieces. Rosewitz is also a "living historian" who has participated in living history programs all over the United States and in Canada and Mexico.



Maj. Paul R. Rosewitz

Re-enactments usually involve battles on a large scale. "Living history programs," on the other hand, allow the interpreter to tell the story in the first person and tell more of the history of a unit or place. You may have seen "living historians" at national parks or state historic sites.

Once he was offered the opportunity to purchase a bronze mountain howitzer, and Rosewitz jumped at the chance. Acquiring the howitzer prompted him to start researching mountain howitzers and their use by the Army. As he became more knowledgeable about this unique weapon, he began receiving requests to speak about the role of the mountain howitzer in the service of the U.S. Army.

What makes the mountain howitzer so special is that it was an artillery piece that was rarely used by the artillery. It was issued to the infantry, the cavalry and the dragoons to bolster their firepower and to be used as a close-support crew-served weapon. The mountain howitzer was used from 1835 through the 1890s.

Rosewitz's knowledge of the weapon led to his being asked in July 2000 to consult on one of artist Don Stivers' latest projects. Stivers, well-known for his works on military subjects, was contacted by the U.S. Army Ordnance Association to produce a series of paintings that depict the history of the Ordnance Corps. The second painting in the series was to depict the Ordnance Corps' Mountain Howitzer and Rocket Battery as it assisted in the siege of Vera Cruz, Mexico, in May 1847. Rosewitz is currently writing a book on the exploits of the Mountain Howitzer and Rocket Battery and was a natural choice to assist in the project.

The mountain howitzer is a small artillery piece with a large bore (4.62 inches) that was adopted from the French howitzer used in Algiers. It was designed so that each howitzer and 16 rounds of 12-pounder ammunition could be disassembled and hauled on the backs of three mules.

After its adoption in 1835, a couple of the howitzers saw service in the Florida Seminole War. Lt. Charles Fremont requested a moun-

tain howitzer from the St. Louis Arsenal for his 1843 topographical expedition to the west and abandoned it in the snow-covered Sierra Nevadas in January 1844.

Later that year, Capt. Philip St. George Cooke left Fort Leavenworth (in what is now known as Kansas) en route to Santa Fe (in what was later New Mexico), taking two mountain howitzers with him. They were used against the Texas Marauders, who were robbing merchants on the trail.

Other than these limited uses, the howitzer was largely an untried weapon and considered experimental at the outbreak of the Mexican War. It was for that reason that the Ordnance Corps instead of the Artillery Service was given charge of a battery of six howitzers and several Hales rocket launchers when the army under Maj. Gen. Winfield Scott landed at Vera Cruz, Mexico.

Although the rockets proved to be a rather indifferent weapon, the mountain howitzers came in handy in several occasions where close support was needed to carry a position. One such instance was when Lt. Ulysses S. Grant hauled a mountain howitzer to the belfry of a church to bombard the San Cosmo gate of Mexico City.

Rosewitz was eager to work on a project that for the first time would depict this historic battery in action. In the beginning, questions from Stivers went first to the historians at the Ordnance Museum, Aberdeen Proving Ground, and then were forwarded to Rosewitz. Eventually, Stivers asked to work directly with Rosewitz. Rosewitz provided extensive notes on the uniforms and equipment extracted from original records, letters and hand receipts of the battery officers now held by the National Archives in Washington, D.C., and Philadelphia. Rosewitz used preliminary artist sketches to stage photographs of his howitzer and models in Mexican War uniforms to provide Stivers a better



Painter Don Stivers and Maj. Paul Rosewitz view the finished painting during the dedication ceremony at the Ordnance Museum at Aberdeen Proving Ground, Maryland, May 8.



The oil painting "Service on the Line" by Don Stivers, who specializes in paintings of military subjects. Maj. Paul Rosewitz provided Stivers with a series of photo studies based on preliminary sketches of the howitzers and soldiers.

idea of what the equipment actually looked like and how it would be employed. Rosewitz also did a series of alternative images for Stivers' consideration. The final product was a blending of the two.

Rosewitz was the model for the ordnance officer, Lt. Franklin Callender, who was added to the final version of the painting. (Callender later became commander of the St. Louis arsenal during the Civil War.)

Rosewitz traveled to Stivers' Virginia studio to see the "artist sketch," a small final proof painting made prior to the actual oil painting. This sketch would be submitted to the Ordnance Association for approval prior to starting to work in oil. Final observations and notes were provided and

Stivers set to work on the finished product. The work had to be ready for the dedication ceremony held during the annual Ordnance Week celebration at Aberdeen Proving Ground the first week of May.

Chief of Ordnance Maj. Gen. Mitchell H. Stevenson and Stivers unveiled the painting before a large crowd at a special dedication ceremony at the Ordnance Museum May 8. Rosewitz was in attendance to see the finished product. During his presentation of the battery's history, Ordnance Corps historian Dr. Peter S. Kindsvatter introduced Rosewitz as "Mr. Mountain Howitzer and Rocket Battery" and thanked him for his assistance on the project.

Stevenson gave Rosewitz a com-



A model dressed in Mexican War uniform poses next to Maj. Paul Rosewitz's mountain howitzer. Below: Another photograph from the study series including Maj. Paul Rosewitz with spyglass.



mander's coin, and Stivers presented him an artist's edition copy of the print. Rosewitz thanked them all for making the project possible and depicting the weapons he has spent years researching. He plans to have the print framed and placed on a wall with other mementos of the project including a photograph of him with Stivers and a letter of appreciation from Stivers for Rosewitz's assistance on the project.

Maj. Paul R. Rosewitz is presenting a program in the Federal Records Center's Great Halls Nov. 6 in honor of Veterans Day. Through his use of soldiers in period uniforms and narration, Rosewitz will trace the evolution of the Army uniform from the Revolutionary War to the present.

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